



STEERING THE MONROE COUNTY MEASUREMENT VOYAGE MEANINGFUL MEASURERS

*Not knowing the difference between opinion
and fact makes it difficult to make good
decisions*

Marilyn Vos Savant



FIRST BUOY AGENDA

MEASUREMENT VOYAGE

- | | |
|---------------------------|---------------|
| ■ Welcome | 9:30 – 9:45 |
| ■ Team review | 9:45 – 10:00 |
| ■ Mission Vision Exercise | 10:00 – 11:00 |
| ■ Break | 11:00 – 11:15 |
| ■ Review Findings (Lunch) | 11:15 – 12:30 |
| ■ Next Steps | 12:30 – 12:50 |
| ■ Closing | 12:50 – 1:30 |



MEANINGFUL MEASURERS

- *Jovial Jeff, Team Facilitator*
- *Rockin Rob, Team Facilitator*
- *Sensational Sal*
- *Terrific Ty*
- *Roundtrip Reggie*
- *Bodacious Bob*
- *Turnaround Terri*
- *Dangerous Dan*
- *Romantic Robert*



TEAM DYNAMICS

A team is a small number of people with complementary skills, who are committed to a common purpose, a shared performance result, and an agreed way of working for which they hold themselves mutually accountable.

TEAM RULES

MEANINGFUL MEASURERS

- Fully engaged
- Everyone be heard
- Consensus
- Respectful
- Consideration
- Passionate
- Ethical
- Full Communication
- Listen Activity
- No Bad Ideas
- Honest/Sincere
- Play your Position
- Stay focused
- Set Responsibilities
- Be on Time
- Meet Commitments

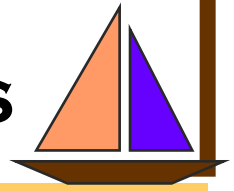
Team Members



CORNERSTONES OF LEADERSHIP

STEWARDING DIRECTION

UTOPIA IN THE FLORIDA KEYS



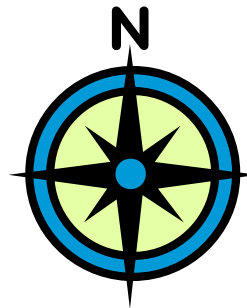
Full Sails Provides Propulsion

Working and learning together to maintain the diverse community by preserving the natural resources and habitat that makes us a unique and preferred place to live and visit!



VISION

What will we become in the future?



VALUES

Proper Sail Trimming Provides Behavioral Direction

What do we believe in?

Mission

Why do we exist? What's the purpose?

The mission of Monroe County is to provide outstanding public service responsive to the needs of our citizens, our unique community, and our environment.

Solid Hull provides the Foundation



OUR VALUES

WE BELIEVE IN THE HIGHEST OF ETHICAL BEHAVIOR AS WE SAIL THE SEVEN “C”S

- **Competence = knowledge.** We encourage a competent workforce through continuing education and training. Knowledge adds value to the services we provide and increases employee and citizen satisfaction.
- **Creative = new ideas.** We are open to new ideas. We believe in taking fresh approaches to overcome challenges while striving to add value to the services we provide to our community.
- **Committed = career as a calling to public service.** We believe that service to government is the highest career calling. A professional attitude imposes a pledge of excellent performance with a commitment to the organization.
- **Concern = fiscal responsibility.** We believe fiscal responsibility demonstrates our respect for the citizens whose taxes support our organization. Fiscal responsibility recognizes that most problems cannot be solved by money alone; however, take seriously our task to safeguard the public trust.
- **Care = positive and supportive work environment.** We provide a positive work environment for our employees by recognizing their needs and allowing a balance with their professional and personal lives. We treat everyone with respect. We are compassionate and responsive to the needs of all citizens.
- **Communication = exchange of ideas.** We believe that two way communication amongst our organization, our employees, and our citizens is essential. We encourage feedback and the sharing of ideas. By working together, we can share information and improve our services through open government.
- **Continuity = fairness, equality and sustainability.** We believe in fairness and equality and place emphasis on truth and honesty in all of our actions. Through the use of strategic planning we ensure the continuity and sustainability of County services and programs.



VALUES EXERCISE

- Each person pick a value and describe how our personal actions at work support the value
- Describe how we could measure others commitment to the value



WHAT DID WE LEARN

- Important to discuss the values
- The values can help us come together as one organization
- The values apply to each and every one of us the same
- We need to focus on them every day



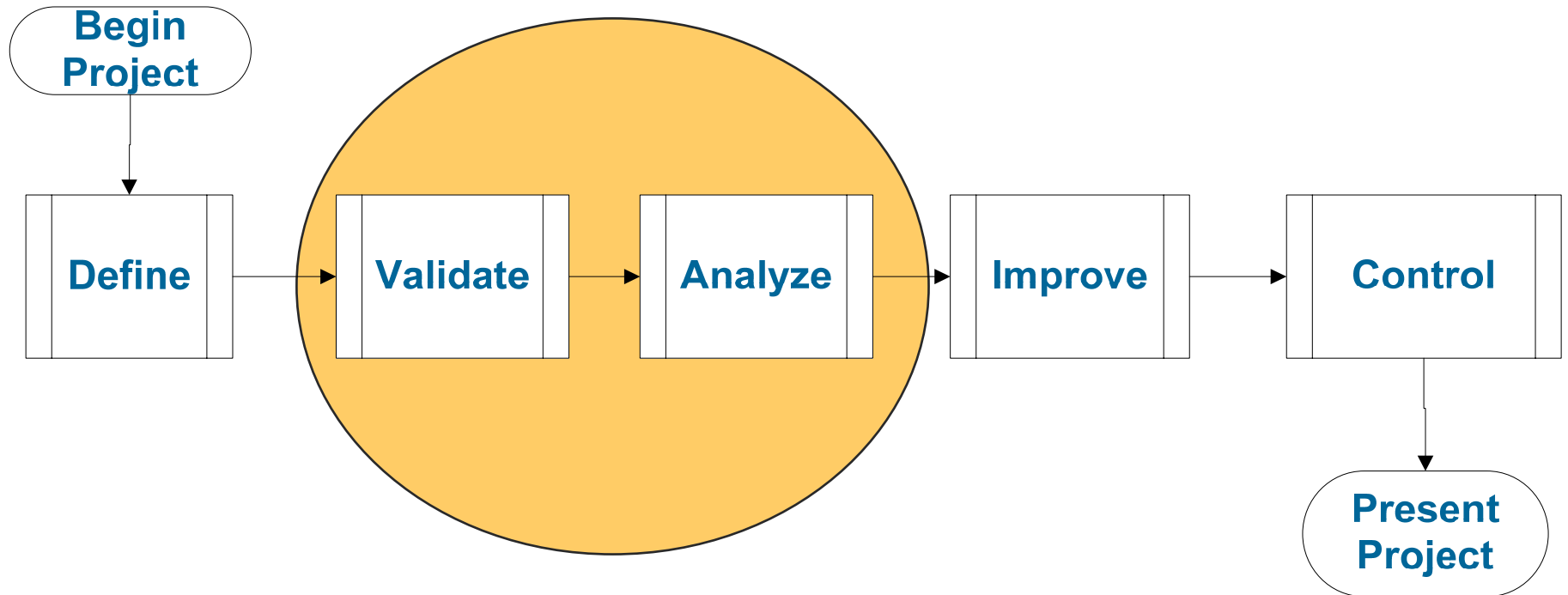
BREAK TIME

Enjoy Your Break!

We'll see you back in 15 minutes.



HIGH LEVEL PROCESS FLOW





Define

OPPORTUNITY STATEMENT

Opportunity

In support of the Sterling assessment results and the County Administrator's Direction, the Monroe County efforts to establish a uniform method to establish and collect performance measures is incomplete.

Linkage

1. Mission of providing outstanding public service
2. The Sterling criteria requires a process to select, collect, align, and integrate data and information to support daily operations.

Outcome

A systematic process which can be measured and continuously improved to facilitate development of the measurement system.

Alignment of all divisions metrics to support the management review process.

Data driven decision making



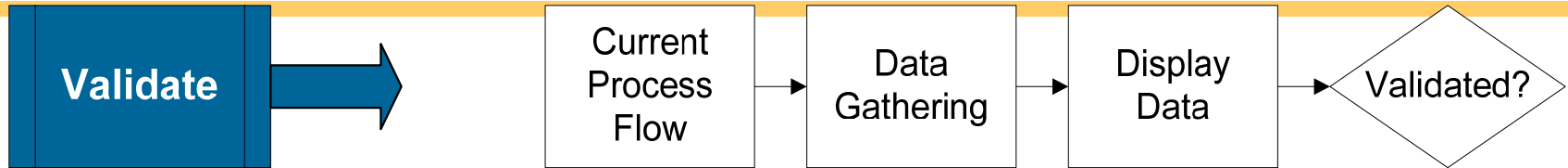
[STEP 2: VALIDATE THE OPPORTUNITY HOW DO WE KNOW IT IS A PROBLEM?]

The purpose of the Validate Step

- To have a clear understanding of the opportunity the project is going to address
 - Make sure the present condition is known before attempting to identify improvements
 - Identify the critical measures that will be the baseline for improvement
 - Use **valid data** to obtain an accurate assessment of the opportunity



VALIDATE



- Deliverables:
- The current process flow
- Graphs and Charts supporting the problem statement
- Modified problem statement – if needed.



GENERATED OPEN ENDED RESPONSES FROM AN INTERVIEW SURVEY OR FOCUS GROUP

What did we find out?



- **Exercise:** Work together to separate our responses into like categories. Title the category and list the issues under each category as your team feels is appropriate to capture the essence of the responses.
- This process is called an *Affinity Diagram*



AN AFFINITY DIAGRAM IS USED FOR:

- Adding structure to a large complicated issue
- Breaking down a complicated issue into broad categories
- Gaining agreement on an issue or situation





DIVISION ASSIGNMENTS

- Administration - Terri
- Budget and Finance – Tina
- Community Services – Reggie
- Emergency Services - Reggie
- Employee Services – Terri
- Engineering – Tina
- Growth Management – Ty
- Housing and Community Development – Ty
- Public Works – Bob



WHAT DID WE FIND

- Task and Job Order standard forms
- Budget calendar set due dates and number of budget change resolutions validates the fiscal plan
- No standard reporting mechanism - Some performance reporting with Crystal reports
- Road MP2
- Tracks quantities produced
- No hearing schedules for zoning
- Measure loss of habitat (new)
- State mandates measures for grants
- Not all measures we collect are used

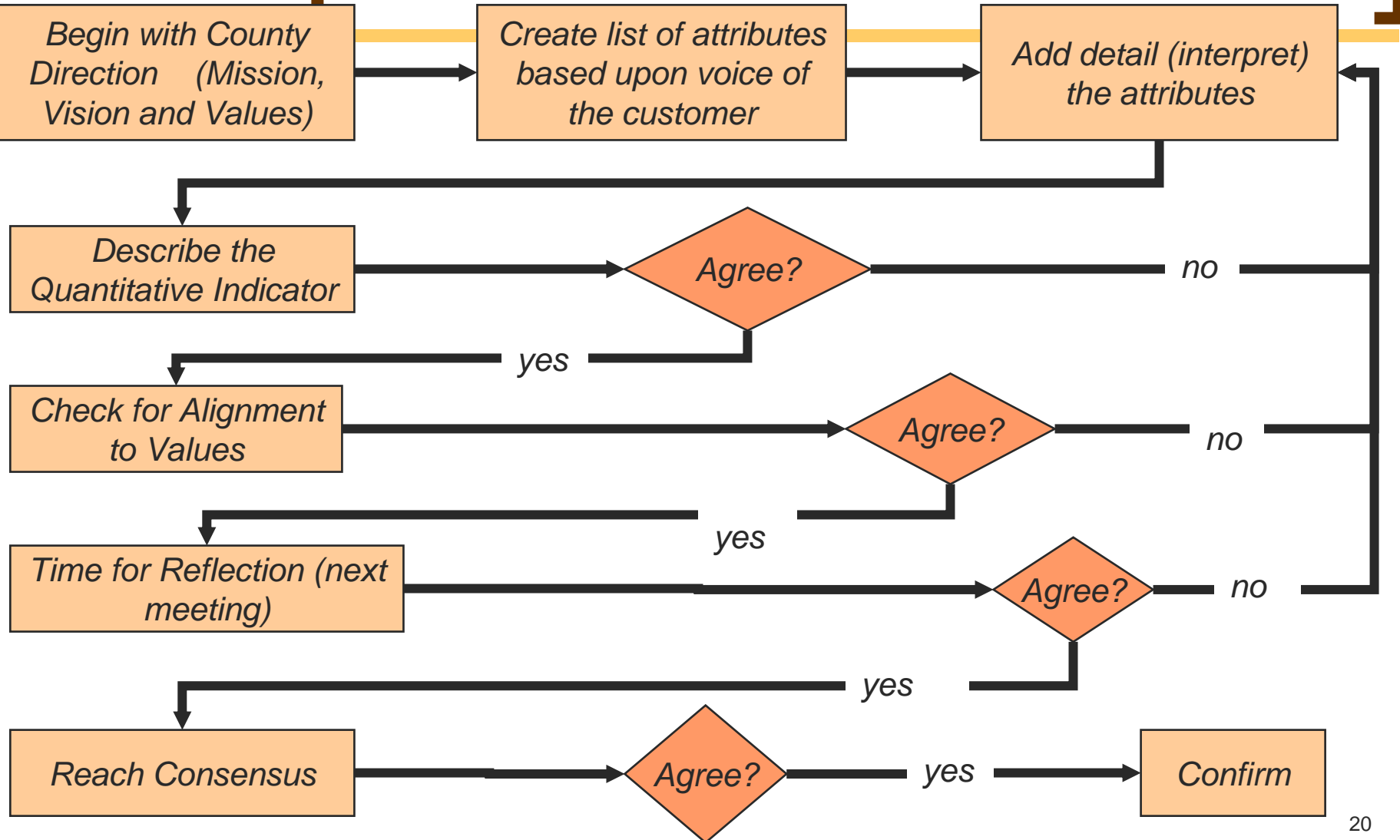


KEY LEARNING

- There is no formal process to determine the best measures to collect



ESTABLISHING OUR GLOBAL INDICATORS





KEY INDICATORS FOR MONROE COUNTY

County Level

Timely (cycle time)

% issues solved

cost per unit of
service, Progress of
long term plans

Operations Level

Absenteeism

Turnover

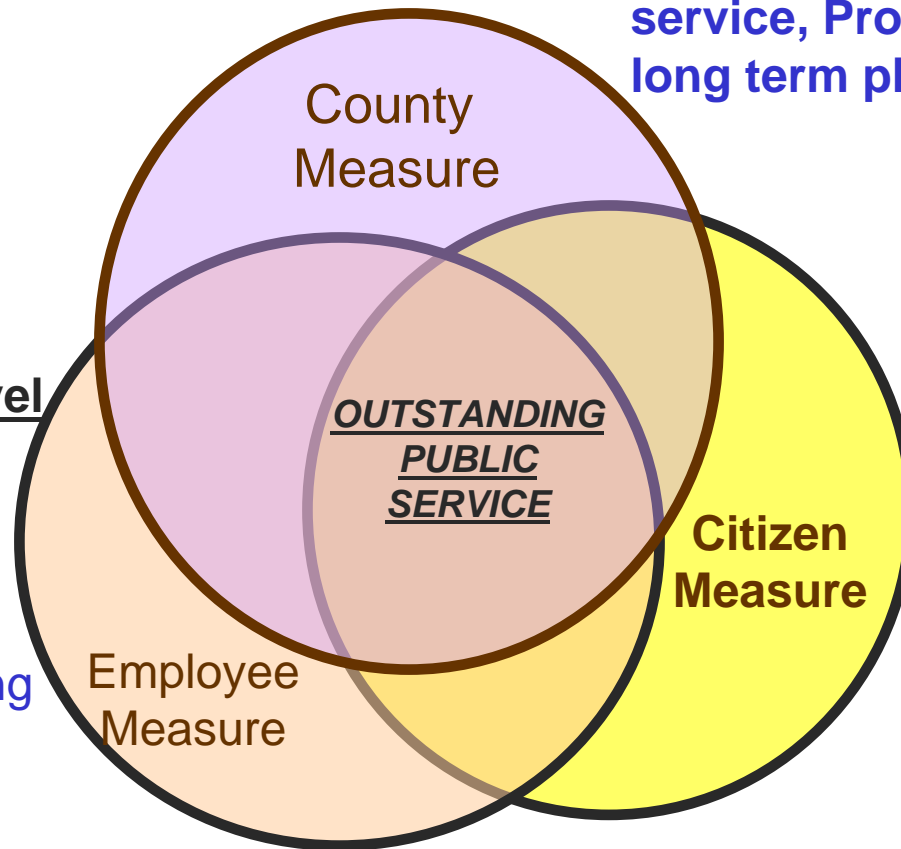
% Satisfaction

360 Feedback

Levels of Training

Efficiency &

Effectiveness



Business Level

Resolution time
(cycle time)

availability of service,
% satisfied

% of complaints or
compliments

Values = Desired Organizational Behavior



Validate

NEXT STEPS

- Jeff & Rob:
 - Finalize meeting findings
 - Research of possible approaches
- Team members: will
 - *Do some research to add to current brainstorm*
 - www.Floridasterling.com
 - www.baldrige.nist.gov
 - *Bring back examples of selection steps*
 - *Begin to establish process descriptions of new approaches – Look for examples*



NEXT MEETING –

- Can someone confirm the meeting room?
 - Ty will confirm room in Marathon

- Let's Prepare our Agenda:
 1. Go over findings
 2. Begin to flowchart new selection process
 3. Discuss deployment requirements

Confirm our Agenda - Thumbs Up!!



WHAT HAVE WE LEARNED TODAY ABOUT THE YOUR MEASUREMENT PROCESS ?

■ Meeting Message

The purpose of this is to clarify what you feel about the meeting:

No formal process to determine key measures is in place

Measures that are collected are not always used



CONTINUOUS IMPROVEMENT

What did we do well and what could we add to improve your knowledge.



WWW

- + Communication
- + Attitude
- + Good information
- + Relaxed



OFI



Attendance
Coffee